

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM WORKLOAD MANAGEMENT MATRIX

The Food and Nutrition Service (FNS) is aware that State agencies are struggling to cope with mounting caseloads as the Supplemental Nutrition Assistance Program (SNAP) is responding to growing needs for food assistance. The Workload Management Matrix has been developed as a tool for States that identifies workload management strategies during a time of increasing participation and reduced resources. The strategies in this tool vary in cost and complexity, giving States the option to choose the policy or procedure that addresses their unique circumstances. The Workload Management Matrix contains four areas of focus:

- Policies and procedures for managing workloads;
- Advantages and considerations for each policy or procedure;
- States that are currently using the identified policy or procedure;
- The cost of implementing the strategy, identified by a \$ symbol for higher cost and ¢ symbol for lower cost.

An important aspect of the matrix is the inclusion of States who have already used a particular strategy to improve administration of SNAP; if a State is interested in a particular strategy, they can contact their Regional representative or go directly to the State that has already implemented a strategy of interest for more information.

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1	Policies ¢ = Low Cost Option \$ = High Cost Option	Advantages	Considerations	States
A	Reinstatement of Eligibility Waiver State agency can reinstate eligibility w/out requiring HH to file a new application if HH provides verification required to reestablish eligibility during the calendar month following the effective date of closure ¢	<ul style="list-style-type: none"> • Good customer service. • Less work for case workers. • Allows worker to reopen case without a new application for clients who return within the certification period. • May be used to reinstate households who failed to provide complete periodic reports and are reinstated once the report is provided. 	<ul style="list-style-type: none"> • Requires waiver from FNS. • Benefits begin on date of compliance rather than date of application. • May shift work between functional areas. 	CA, CT, DE, IA, PA, ME, MI, MS, NE, OH, OR(for returned mail only), RI, UT, WA (for returned mail only),WI
B	Align SNAP reporting requirements by allowing households to report changes by the 10 th day of the month following the month in which the change occurred. ¢	<ul style="list-style-type: none"> • HH has more time to report changes; reduces confusion about different requirements. • May allow more time for workers to act on changes. • Administrative simplification by applying uniform reporting timeframes. • May result in fewer errors. • Manage workload over longer period of time. 	<ul style="list-style-type: none"> • Requires waiver from FNS for non-SR households. 	AL, AZ, CO, DC, DE, FL, GU, ID, IL, IN, KY, MD, ME, MN, MO,MS, NC, NH, PA, SC, VT, WA, WI


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C	<p>Deny an application before the 30th day, if the HH does not respond to request for verification within 10 days</p> <p>¢</p>	<ul style="list-style-type: none"> Reduces the number of pending cases on a worker's desk. 	<ul style="list-style-type: none"> Early denial may deter applicants from completing the application process. Requires waiver from FNS. Waivers may be approved by FNS Regional Offices without further National Office processing. If not implemented correctly, could increase invalid negative actions. 	AK, CA, DE, FL, GA, ID, IL, KS, KY, LA, MA, MD, ME, MI, NH, NY, NV, TN, VT, WA, WY
D	<p>Self-Employment Deduction Standard:</p> <p>Simplified method for determining the cost of doing business in cases where an applicant/recipient is self-employed.</p> <p>¢</p>	<ul style="list-style-type: none"> Simplification—easier for workers to budget/fewer computational errors. Clients do not have to provide as much verification. Workers do not have to itemize. The State agency has flexibility to develop a method to calculate this cost – a flat percentage, a figure based on average costs, or some other method. Can use the same standard used for the TANF program. 	<ul style="list-style-type: none"> Allowed by regulations; must be cost neutral. Requires approval from FNS. Clients with higher expenses may receive fewer benefits. 	AL, CA, DE, GA, ID, IN, KS, MD, MI, OK, OR, SC, SD, UT, WA, WY



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E	Combined Application Projects (CAP): Demonstration projects designed to help improve delivery of SNAP benefits to elderly and disabled SSI recipients ¢	<ul style="list-style-type: none"> Simplifies both enrollment and case management for the State agency Eases participation for elderly and disabled 	<ul style="list-style-type: none"> Requires waiver from FNS. Planning required to make choices about level of SSA interface and benefit standardization Must be cost neutral. Requires evaluation 	AR, AZ, FL, KY, LA, MA, MD, MI, MS, NC, NJ, NM, NY, PA, SC, SD, TX, VA, WA, WI
F	Simplify/Streamline Application & Client Communication: Revise client application and notification to shorten and make easier to understand ¢	<ul style="list-style-type: none"> Easier for clients to apply. Less confusion for both workers and clients. 	<ul style="list-style-type: none"> Workers need to cover areas more thoroughly in the interviews that are no longer covered in the application. Takes time to develop and train. 	AK, AL, AZ, CA, CT, DC, FL, GA, HI, IA, IL, KY, LA, MD, MI, MO, MS, NC, ND, NM, NV, OH, OK, OR, RI, SD, WA, WI, WV



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G	Minimize Verifications Required of Clients: Consider regulation options to re-evaluate States' policy on verifications ¢	<ul style="list-style-type: none"> • Reduces amount of verification States require. • States do not need a waiver under current regulations. • Assists in improving timeliness and making the application process more efficient. 	<ul style="list-style-type: none"> • Mandatory items still apply. • This should be done prior to document imaging. • States may want to set standards for what items are questionable when they move away from universal verification 	CO, FL, GA, IA, KS, MA, MD, MO, NM, OK, OR, WI
H	Postponed Expedited Interview:  Postpone interview for expedited applications when it cannot be conducted the same day or in time to meet expedited service time frame. ¢	<ul style="list-style-type: none"> • Improved application processing timeliness for expedited cases. • Improved customer service for the neediest applicants. • Advantageous for serving on-line applicants who may be hard to reach immediately 	<ul style="list-style-type: none"> • Requires waiver. • Must verify identity before approving. • State must attempt to interview the client before processing the application. • Coordinate with QC – errors with clients not reporting income. • Requires evaluation • Intended for online or drop-off applications, but may help manage other applications. 	FL, IN, WI

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I	Waiver of Interview at Recertification for Certain Households:  HH in which all adult members are elderly or disabled with no earned income ¢	<ul style="list-style-type: none"> Streamlines process for clients. Less work for caseworkers. Provides good customer service for eligible households. 	<ul style="list-style-type: none"> Requires waiver from FNS. Requires extensive evaluation component to analyze the effects of the waiver on program integrity, access, and customer satisfaction. 	MA, TX
J	Broad Based Categorical Eligibility:  Policy Simplification Tool ¢-\$	<ul style="list-style-type: none"> Simplifies State policies and administration of program. May reduce the potential for errors. Less work for caseworkers. Good customer service, clients do not have to provide as much verification. Allows States to create a de facto increase in income limit and de facto elimination of the asset test 	<ul style="list-style-type: none"> The program that confers categorical eligibility must further a purpose of TANF and be funded through TANF or MOE funds Increases number of eligible persons/households. 	Link to Categorical Eligibility Chart: http://www.fns.usda.gov/snap/rules/Memo/2010/051310.pdf


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K	Standard Medical Deduction  Demo Project; Replaces actual costs of medical expenses exceeding \$35 a month for elderly/disabled HH members ¢	<ul style="list-style-type: none"> • Simplification-easier for workers to budget/fewer computational errors. • Less hassle for clients (do not have to provide as much verification). 	<ul style="list-style-type: none"> • Must be cost neutral. • May raise benefits for some and lower benefits to others. • Clients must verify that they receive more than \$35 a month to qualify. 	IA, IL, MA, NH, SD, TX, VT, WY
L	Averaging Student Work Hours:  Takes into account fluctuating work schedules, students still required to average 20 hours per week/80 hours per month ¢	<ul style="list-style-type: none"> • Ease of application process for worker. • Less work for caseworkers. • Less hassle for clients (do not have to provide as much verification). 	<ul style="list-style-type: none"> • Requires waiver from FNS. 	AL, AR, DE, GA, IA, IL, KY, LA, MA, MO, MS, MT, NC, ND, NE, NY, OK, OR, PA, WA, WV, WY

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2	Procedures: Phones ¢ = Low Cost Option \$ = High Cost Option	Advantages	Considerations	States
A	Automated Voice Response System: Provides 24/7 access to information about program and case information \$	<ul style="list-style-type: none"> • Can be set up to accept changes. • Workers are not interrupted to answer basic questions (i.e. When will my benefits be issued? What are office hours?). 	<ul style="list-style-type: none"> • Programming needed to enter information directly into system. • Needs to work seamlessly with eligibility system for best results. 	CA, DC, FL, GA, LA, ID (pilot only), IL, IN, MI, MO, NV, OK, PA UT, VT, WI
B	Call Centers: Centers can range from intake to change reporting to general information such as office hours. For more extensive information please refer to the Keys to Modernization and the Keys to Payment Accuracy ¢-\$	<ul style="list-style-type: none"> • Non-call center workers can focus on processing applications and primary case work. • Clients can access person/ immediate assistance. • Comprehensive call centers with electronic case filing may distribute work across the State. • Allows for expansion of service hours. 	<ul style="list-style-type: none"> • Must have sufficient system capacity and personnel to handle call volume. • Customers must know to call the center. • Call center workers must be well-trained. • Call centers can focus on general information or be as specific as needed. • Use call center software to measure call volume and distribute work effectively and efficiently. 	AZ, CA, CO, DC, DE, FL, GA, ID (pilot only), IL, IN, Brockton, MA, MD, MN, NV, NY, OH, OK, PA, SC, TN, TX, UT, VA, WA, WI, VT, WV

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2	Procedures: Phones	Advantages	Considerations	States
	<p>¢ = Low Cost Option \$ = High Cost Option</p>			
C	<p>Telephone Interviews :</p> <p>Caseworkers conduct interviews via telephone versus face-to-face.</p> <p>¢</p>	<ul style="list-style-type: none"> Enables caseworkers to interview more applicants with less schedule disruption from no-shows. Fewer customers in lobby. Allows for expansion of service hours. Allows for teleworking. Potential to improve service timeliness. Customer service, clients do not have to come into office. Waiver template available for ease of implementation. 	<ul style="list-style-type: none"> Workers require special training. Can be initiated by client or worker. No restriction to number that can use telephone interviews. Ensure staff has proper equipment, headsets, etc. Must provide face-to-face interview if requested. Documentation of hardship required if State does not have a waiver. 	<p>AL, AZ, CA, CO, CT, DC, DE, FL, GA, IA, IL, IN, KS, LA, MA, MD, MI, MN, MO, MS, MT, NC, ND, NE, NH, NJ, NM, NY, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VA, VT, WA, WI, WV, WY</p>
D	<p>Automated Calling Service :</p> <p></p> <p>Service that continues dialing a HH until it reaches someone reminding them of their appointment.</p> <p>¢-\$</p>	<ul style="list-style-type: none"> The client is more prepared for the interview. Better show rate; increased availability and interview completion. Workers are not closing cases unnecessarily and then having to reopen them. 	<ul style="list-style-type: none"> Message can be made as specific or general as preferred, cost reflected in choice. May generate more calls with questions if the message is not specific. 	<p>WV</p>

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2	Procedures: Phones ¢ = Low Cost Option \$ = High Cost Option	Advantages	Considerations	States
E	Phone System Interview:  Automated telephone interview system to perform recertification interviews \$	<ul style="list-style-type: none"> • Clients do not have to come to the office. • Saves time on traditional phone interview with workers. • PIN number used to verify identity of client. • Provides good customer service. 	<ul style="list-style-type: none"> • Online system may be an alternative to the phone systems. • Scripts can be difficult/time consuming to manage. • Set up time and getting the system established may be cumbersome. • May work best for target populations (ie: disabled, elderly). 	IL, NYC (waiver)

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3	Procedures: Technology ¢ = Low Cost Option \$ = High Cost Option	Advantages	Considerations	States
A	<p>On-line Application:</p> <p>Capability to fill out and submit an application online.</p> <p>\$</p>	<ul style="list-style-type: none"> • May reduce substantial amount of time workers spend doing data entry. • Customers can apply at home or anywhere with a computer and Internet access. • Customers can apply 24/7. • Results in fewer customers in lobby. • Facilitates work distribution throughout the State. 	<ul style="list-style-type: none"> • Achieves best results if it auto-populates eligibility system and uses e-signature. • Programming needed to transfer information directly into system. • Expedited service timeframes can be difficult to achieve. • Availability of application may increase the number of households that apply. • May set up computers in lobby to access online application. 	<p>AZ, CA, DE, FL, GA, IA, ID (pilot), IL (pilot), IN, KS, MA, MD, MI, NE, NJ, NY, OH, PA, RI, SC, TN, TX, UT, VA, VT, WA, WI, WV</p>
B	<p>Real Time Data Access Services (e.g. E-Find, Spider)</p> <p>A single query that pulls information from multiple verification sources</p> <p>¢-\$</p>	<ul style="list-style-type: none"> • Allows workers to verify additional client information during the interview. • Access to additional information at workers' fingertips. • Workers do not have to wait for overnight or regular data/wage matches and then process hits. 	<ul style="list-style-type: none"> • Private contractor can develop or State may develop in-house. • More readily available data may improve payment accuracy. • May require significant amount of time and coordination with IT Department. • Existing service may be available for transfer (e.g., Utah's E-Find) 	<p>AZ, FL, ID, LA, ME, MO, OK, TX, UT, VA, WA</p>

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3	Procedures: Technology ¢ = Low Cost Option \$ = High Cost Option	Advantages	Considerations	States
C	Online Case Access/Status for Client \$	<ul style="list-style-type: none"> • Clients can access case information 24/7. • Reduces phone calls and inquiries for workers. • Can use to send official notification and/or correspondence. • Client may be able to report changes. 	<ul style="list-style-type: none"> • Works well with on-line application. • May provide status only, case access or designed to allow client to report case changes. 	AZ, CA, CO, FL, GA, IN, MI, MO, NE, NY, PA, UT, VT, WI
D	Electronic Casefiling or Document Management ¢-\$	<ul style="list-style-type: none"> • Case information is easy to find. • Cases and verification unlikely to be lost. • Saves on filing, space and paper costs. • Improves document management. • Allows cases to be accessed by multiple staff and from different locations. 	<ul style="list-style-type: none"> • Access can be provided (inquiry only) to other authorized agencies within the State. • Should have specialized staff to scan and index verification. • States should review verification policy and consider minimizing requirements. • Creation of scanning backlogs. • Decisions must be made about starting points for scanning. • Achieves best results when documents are indexed to individual and not the case. 	AR, AZ, CA, CO, FL, ID, IN, MN, MO (limited basis) MS, ND, NE, NH, NY, OH, OK, PA, RI, SC, SD, TX, UT, VT, WA, WI

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3	Procedures: Technology ¢ = Low Cost Option \$ = High Cost Option	Advantages	Considerations	States
E	Check-In Kiosks: Computer stations in the lobby so clients can check themselves in for their appointments ¢-\$	<ul style="list-style-type: none"> Customers do not have to wait in line at reception. 	<ul style="list-style-type: none"> Can use in-house IT staff for product development. Customer training is necessary. 	ID (pilot), MN, NE, NYC, OH, PA, UT, WA, WI

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4	Procedures: Workflow ¢ = Low Cost Option \$ = High Cost Option	Advantages	Considerations	States
A	Targeted Interviewing & Case Processing: Categorizing cases according to complexity (ie: Red Track/Green Track) ¢	<ul style="list-style-type: none"> Allows staff to spend more time on most complex cases. 	<ul style="list-style-type: none"> Case designation needs to be based on objective criteria. Workers may resist approach, wanting to apply same procedures to all households 	FL, IN, KS, NM, OH, UT, WI
B	Same Day Service Interviews (including expedited) ¢	<ul style="list-style-type: none"> Reduces no-shows for subsequent interviews. Improves service. Gets benefits to needy customers faster. 	<ul style="list-style-type: none"> Need capacity and procedures to schedule same-day interviews. Can provide EBT card at screening to ensure expedited timeframes are met. 	AZ, DC, FL, HI, IA, ID, IL, IN, KS, KY, MD, ME, MI, MN, MO, MT, ND, NH, NV, NYC, OH, OK, OR, TX, UT, VA, WA, WV, WY

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4	Procedures: Workflow ¢ = Low Cost Option \$ = High Cost Option	Advantages	Considerations	States
C	Workflow Analysis: Internal or contracted assessment to determine potential for workflow improvements in local/State offices ¢-\$	<ul style="list-style-type: none"> Identifies redundancies and eliminates unnecessary steps. Potential to improve forms, handbooks, notices, etc. 	<ul style="list-style-type: none"> Worker input and involvement in analysis and design is critical to success. 	CO, DC, ID, LA, NM, OK, OR, UT
D	Caseload Banking (AKA Caseload Sharing): Workers share cases based on specialized functions or workload demands ¢	<ul style="list-style-type: none"> Efficiencies gained from sharing workload. Better for handling rising caseloads when staffing levels are static. May reduce stress for workers. Can shift workers to accommodate workflow needs. Reduces the need for supervisors to carry caseloads. 	<ul style="list-style-type: none"> May range from a single unit in local office to a State wide operation. Worker input is critical to success. Is more efficient when used with electronic casefiling. Client education needed. Must be sensitive to client needs. Achieves best results when tracking worker's actions. 	CA, DC, FL, IN, KS, MN, MO, ND, NM, NY, OH, OR, PA, SC, TX, UT, VA, WI, WV

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E	Change Processing Unit: Can include changes reported via mail, data matches, etc. ¢-\$	<ul style="list-style-type: none"> Improves timeliness of change processing. Efficiencies realized due to staff specialization. Clients may be assisted more quickly. 	<ul style="list-style-type: none"> Achieves best results when tracking worker's actions. 	AZ, CA, DC, DE, FL, GA, ID (pilot), IA, IN, MN, MO (pilot), NM, NY, OH, SC, TX, VA, WA, WI, WV
F	Verification Unit: Specialized staff focus exclusively on verification of documents; size of unit can vary ¢	<ul style="list-style-type: none"> Improves timeliness of acting on information and processing. Clients may be assisted more quickly. 	<ul style="list-style-type: none"> Receipts for verification should be provided. For offices with imaging, unit can also scan/image verification directly into automated system. 	DC, NM, NY, OH, VA, WI, WV

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